

179 Indianhead Medical Center/Shell Lake
 113 Fourth Avenue, PO Box 300
 Shell Lake, WI 54871
 715-468-7833

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Corporation

County: Washburn
 Analysis Area: Western Lake Superior (7)
 Volume Group: 1

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	21.3%	55.2%	0.39	22.3%	0.96	11.3%	1.88	27.9%	0.76
Obstetrics	0.0%	38.0%	N/A	25.3%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	44.2%	N/A	0.0%	N/A
Total Hospital	13.4%	57.4%	0.23	24.4%	0.55	16.5%	0.81	17.5%	0.77
Average Census (Patients)									
Adult Medical-Surgical	2.1	26.0	0.08	4.2	0.51	1.8	1.20	2.8	0.76
Obstetrics	0.0	4.9	N/A	1.1	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.1	49.0	0.04	5.7	0.38	2.7	0.79	2.8	0.77
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.1	0.99	2.7	1.47	2.9	1.37	3.8	1.04
Obstetrics	0.0	2.6	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	0.0	N/A	3.0	N/A	0.0	N/A
Total Hospital	3.6	4.5	0.79	3.2	1.13	4.2	0.85	3.8	0.93
Surgical Operations									
Inpatient	5	1,426	0.00	137	0.04	127	0.04	11	0.45
Outpatient	140	4,581	0.03	759	0.18	1,225	0.11	186	0.75
Inpatient as % of All Surgeries	3.4%	23.7%	0.15	15.3%	0.23	9.4%	0.37	5.6%	0.62
Outpatient Visits									
Non-Emergency Visits	18,007	144,376	0.12	20,365	0.88	22,925	0.79	17,039	1.06
Emergency Visits	1,170	17,768	0.07	6,830	0.17	2,741	0.43	950	1.23
Full-Time Equivalents (FTEs)									
Administrators	1.0	23.0	0.04	3.7	0.27	3.1	0.32	1.0	1.00
Nurses, Licensed	27.9	251.3	0.11	69.4	0.40	36.6	0.76	28.3	0.99
Ancillary Nursing Personnel	3.7	39.7	0.09	8.5	0.44	7.5	0.50	3.9	0.96
All Other Personnel	50.3	509.3	0.10	147.1	0.34	77.2	0.65	50.4	1.00
Total FTEs	83.0	823.3	0.10	228.6	0.36	124.4	0.67	83.6	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.4	17.0	0.38	10.1	0.64	23.8	0.27	6.0	1.07
Nurses, Licensed	178.5	185.7	0.96	187.9	0.95	281.2	0.63	168.6	1.06
Ancillary Nursing Personnel	23.9	29.3	0.81	22.9	1.04	57.4	0.42	23.2	1.03
All Other Personnel	321.6	376.3	0.85	398.4	0.81	592.9	0.54	300.7	1.07
Total FTEs	530.4	608.3	0.87	619.3	0.86	955.3	0.56	498.5	1.06

Total Hospital:

Beds Set Up & Staffed 16
 Discharges 220
 Inpatient Days 781

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 6
 Discharges 25
 Inpatient Days 390

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	10	194	778	21.3%	2.1	4.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	2	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	4	3	3	0.2%	0.0	1.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	1	2.4
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	19	4	19.6	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	7	1	7.5	Physical Therapists	2	0	2.0
Ancillary Nursing Personnel	3	2	3.7	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	5	1	5.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.2
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	1	0.8	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	0	1.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	23	8	27.1
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	5	1	5.1				
				Total	75	20	83.0

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Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$8,252,598	61.9%	46.3%	1.34	49.8%	1.24	45.9%	1.35	62.7%	0.99
Medical Assistance	\$1,904,909	14.3%	13.6%	1.05	17.6%	0.81	11.5%	1.24	11.8%	1.21
Commercial	\$2,945,919	22.1%	35.3%	0.63	27.8%	0.79	39.4%	0.56	23.9%	0.93
All Other	\$229,883	1.7%	4.8%	0.36	4.7%	0.36	3.3%	0.53	1.6%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$2,420,934	18.2%	34.9%	0.52	26.0%	0.70	23.7%	0.77	19.2%	0.94
Medical Assistance	\$1,129,508	8.5%	10.4%	0.82	11.5%	0.73	7.7%	1.10	9.8%	0.87
Commercial	\$1,167,955	8.8%	14.7%	0.60	5.1%	1.73	10.4%	0.84	5.6%	1.56
Charity Care	\$85,618	0.6%	1.0%	0.67	1.1%	0.59	0.8%	0.80	0.6%	1.00
Bad Debt	\$93,896	0.7%	1.1%	0.66	2.1%	0.34	1.5%	0.48	1.7%	0.42
All Other	\$0	0.0%	2.2%	N/A	2.2%	N/A	1.4%	N/A	0.0%	N/A
Total Deductions	\$4,897,911	36.7%	64.2%	0.57	47.9%	0.77	45.5%	0.81	36.9%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	5.8%		5.5%	1.05	1.7%	3.47	3.1%	1.85	3.2%	1.81
Net Gains/Losses as % of Net Income	0.0%		13.2%	N/A	14.8%	N/A	1.4%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$4,712,282	51.8%	44.0%	1.18	52.4%	0.99	51.0%	1.02	51.5%	1.01
Supplies & Services	\$4,110,353	45.2%	49.2%	0.92	40.0%	1.13	41.5%	1.09	45.4%	0.99
Capital Component	\$269,939	3.0%	6.8%	0.44	7.5%	0.39	7.5%	0.40	3.1%	0.96
Fiscal Statistics										
Operating Margin (%)	-1.5%		9.1%	N/A	8.1%	N/A	9.5%	N/A	-1.3%	1.22
Total Hospital Net Income (%)	-1.5%		10.3%	N/A	9.4%	N/A	9.7%	N/A	-1.3%	1.22
Return on Equity (%)	-4.6%		6.0%	N/A	6.6%	N/A	13.7%	N/A	-4.7%	0.98
Current Ratio	1.5		4.7	0.32	5.7	0.27	3.6	0.42	1.7	0.88
Days in Net Patient Accounts Receivable	52.6		64.0	0.82	51.1	1.03	55.7	0.94	52.5	1.00
Average Payment Period	63.3		56.5	1.12	44.6	1.42	35.7	1.77	42.8	1.48
Equity Financing (%)	24.1%		69.2%	0.35	81.9%	0.29	50.2%	0.48	31.8%	0.76
Long-Term Debt to Equity Ratio	1.0		0.3	3.93	0.1	8.77	0.6	1.67	0.8	1.28
Times Interest Earned	-2.1		13.4	N/A	17.2	N/A	10.9	N/A	-1.6	1.27
Total Asset Turnover	3.0		0.6	5.22	0.7	4.34	1.4	2.12	3.7	0.80
Average Age of Plant (Years)	19.8		12.6	1.57	9.0	2.20	9.3	2.12	17.7	1.12
Increase (Decrease) Total Net Patient Revenue	-2.7%		7.3%	N/A	12.3%	N/A	1.0%	N/A	3.7%	N/A
Outpatient Gross Revenue (% of Total GPR)	86.2%		63.3%	1.36	84.3%	1.02	79.1%	1.09	83.3%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,715		\$16,906	0.40	\$12,554	0.53	\$20,479	0.33	\$6,859	0.98
Inpatient Net Revenue per Day	\$1,388		\$3,675	0.38	\$3,387	0.41	\$3,042	0.46	\$1,386	1.00
Outpatient Net Revenue per Visit	\$358		\$703	0.51	\$1,287	0.28	\$730	0.49	\$379	0.95

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$13,333,309	Cash & Cash Equivalents	\$15,703	Current Liabilities	\$1,543,885
Less Deductions	\$4,897,911	Net Patient Receivables	\$1,216,179	Long-Term Debt	\$726,539
Net Patient Revenue	\$8,435,398	Other Receivables	\$749,670	Other Liabilities	\$0
Plus Other Revenue	\$520,816			Subtotal	\$2,270,424
Total Revenue	\$8,956,215	Land, Buildings & Equipment (Net)	\$614,177	Unrestricted Fund Balance	\$720,846
Less Expenses	\$9,092,574	Other Assets	\$395,541	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$2,991,270	Total Liabilities & Fund Balance	\$2,991,270
Net Income	-\$136,359				